



VIRGINIA EXECUTIVE INSTITUTE
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Creating a Welcoming Workplace for Generation Z

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Status of Commonwealth Jobs

- Broad range of agencies and occupations
- Stable size over time
- Virginia ranks 28th nationally in state employees per capita
- Increasing voluntary turnover rate, in line with national benchmarks

129,011 Full Time Employees



Generation Z (born 1996-2010)

Who are they?

- Oldest members are entering late 20s
- Digital natives, communication and relationships mediated by online experiences
- Experiences (and/or expresses) more concern for mental health
- Inflation, pandemic, and student loan debt increase pressure and stress
- Tuned into collective action and meaning in their work

54%
not engaged
at work

CONNECTION

98% have a
smartphone/
spend 4 hours
a day on apps

PERSONALIZATION

67%
prioritize
benefits
package

GROWTH



How to attract and retain?

Coordinated Onboarding Program

- Customization
- Connection
- Peer to Peer Support
- Mentorship

Statewide Tuition Assistance Program

- Competitive Advantage
- Continued Growth
- Development

Onboarding Program Goals

- Create Engagement
- Focus on the Individual
- Involve & Include
- Focus on the Individual
- Develop Connection
- Growth & Development

TP1: Introduction during Orientation and group lunch kick off	Week 1
Welcome Teams post from Advisors	Week 1
TP2: First Advisor check-in (Day 4 or 5)	Week 2
HR email In-Charges and PMs about completing interim feedbacks (Due Date_____)	Week 2
HR to make resumes and individually specific information (such as degree concentration, skill set and/or prior experience) available to Directors	Week 2
TP3: Advisor check-in on New Hire Program, audit status, general questions, etc.	Week 2
Ensure Orientation Feedback Meeting survey is sent to NHs and schedule meeting	Week 3
TP4: Advisor check-in and introduce journal	Week 3
TP13: Advisor check-in on Interim feedback (if NH is interested) Insights profile, and final team interests	Week 20
Onboarding Team meeting to prep for next class	Week 20
HR Director to facilitate discussions with APA & Deputies for potential team placements	Week 21
HR Director to discuss New Hire placements at management meeting	Week 22
HR Director to announce New Hire placements HR Director calls each staff individually and provides team assignments to HR Specialist for Sharepoint post	Week 22
TP14: Advisor check-in to discuss professional goals in relation to new team, any last questions, etc.	Week 23
Teams post to New Hires to complete feedback survey	Week 23

Roadmap Excerpt

Continuing Education Benefit

VA Employee Tuition Assistance Program (VETAP)

- Acceptance into a program leading to an industry recognized credential or certification, undergraduate or graduate degree at a state supported public higher education institution.
- Limited to 3 courses within an academic year, Agency reimburses up to \$1,615 per course or \$4,845 for the academic year. Employee responsible for books, supplies and other fees/charges .
- Completes course with a grade C or program required matriculation grade or by obtaining a passing score on an industry sanctioned test.



Continuing Education Benefit

VA Employee Tuition Assistance Program (VETAP)

- Course schedule must not interfere with normal day-to-day job duties
- Must sign retention agreement within the employee's home agency for 6 months after completion of each course
- Must repay reimbursement if employee voluntarily separates from the agency before retention agreement expires
- Excludes first professional programs (i.e., dentistry, law, medicine)



Continuing Education Benefit

VA Employee Tuition Assistance Program (VETAP)

- Recommend the General Assembly establish VETAP as a recurring employee benefit trust fund via mandatory deposit from unspent year-end balances, after making other deposits required by statute (i.e., rainy day, revenue stabilization accounts)
- Mitigate cost by requiring higher education institutions to cover costs from existing resources to provide VETAP benefits to their employees enrolling at their respective institutions
- Trust fund should cover costs for 5,000 employees in year one at \$21.0 million with additional deposits in year two supporting 10,000 employees at \$43.0 million.



Key take aways

- The state is a larger employer and top talent is necessary to carry out the functions of government
- Gen Z is the incoming workforce class and their characteristics are different than generations before them
- A robust onboarding program allows employees to feel like the company has curated their own personalized experience and increases connection to colleagues
- A generous education tuition assistance program is an attractive perk for employee





Thank You.

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